

Recommendations & Priorities

APPROACH

The Technical Assistance Team prepared draft reinvestment recommendations (presented in written and map form) summarizing the findings of the Asset Profile and the ideas from Focus Groups and visioning workshops which had received a high level of support. Cluster Board members and stakeholders reviewed and revised these draft reinvestment recommendations in four working sessions. Each draft recommendation was discussed to clarify its intent and to propose revisions, if needed. Additional reinvestment recommendations were proposed. Participants then voted to determine whether there was significant support for the draft recommendation. Those recommendations which did not receive majority support were dropped from further consideration. Where there were strong differences of opinion, minority positions were discussed and recommendations were either revised or the minority opinion was recorded. Participants also selected the three draft reinvestment recommendations under each planning topic (Neighborhood Commercial, Housing, Job Centers, etc.) that they felt were most important to the future of the Cluster.

The results of these working sessions were summarized in brochure format for stakeholder review. At the stakeholder review meeting, Cluster Board members highlighted the types of reinvestment recommendations presented under each planning topic and those recommendations which had been proposed as priorities. Stakeholders were asked to review the brochure (including a color map of proposed reinvestment target areas) to indicate whether they agreed or disagreed with (or were not sure about) each reinvestment recommendation. Stakeholders also indicated their top three priorities for each planning topic.

The results of the stakeholder review demonstrated that there was a high level of support for all of the reinvestment recommendations and that stakeholders endorsed the proposed priorities. With one exception, all of the reinvestment recommendations were supported by 74% or more of the review responses; most reinvestment recommendations received 90% or better support.

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REINVESTMENT RECOMMENDATIONS

Cluster 5's reinvestment recommendations are presented below.
Priority recommendations are shown in **bold type**.

Neighborhood Commercial

General

1. Encourage an increased diversity and improved quality of neighborhood-serving commercial uses (particularly grocery stores, home/hardware stores, clothing stores and medical services/clinics) to "capture" an increasing percentage of stakeholders' consumer expenditures within Cluster 5 and the City.
2. Give particular emphasis to promoting the development of small, locally owned and operated businesses, building on the existing base of successful small businesses/entrepreneurs. (See also Job Centers.)
 - Support neighborhood-based entrepreneurial and retail training programs with continued CDBG funding
3. Enhance the capacity of an existing Cluster-based business development organization (or a consortium of existing organizations) to:
 - document the buying power/unmet market potential of the Cluster in order to recruit investors;
 - work with the City to assemble land, obtain financing, capitalize on development incentives and reduce red tape to promote commercial reinvestment;
 - expand community-based GIS data collection and information sharing to facilitate development (including data and technical support for community-based organizations);
 - assist in marketing commercial reinvestment locations/recruiting investors;
 - give Cluster stakeholders a strong voice in shaping commercial development plans/decisions for the area;

The board of this organization should include local residents and business owners. The organization should address both Neighborhood Commercial and Job Centers issues/initiatives. (See Job Centers.)
4. Support efforts to create a facade easement program for West Vernor and Bagley Avenue as a pilot project for other Main Street development initiatives.

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- Improve the efficiency of the Planning & Development Department's Commercial Incentive Matching Grant Program.
 - Target funds to assist businesses with a good track record in the community.
5. Encourage "Clean and Safe" programs throughout the Cluster including "Graffiti-Free" initiatives, community policing and illegal dumping programs.
 - Provide CDBG funding.
 - Support an anti-graffiti ordinance.
 - Support changes to illegal dumping ordinance to make City Council reward program more efficient.
 - Expedite cash flow for Empowerment Zone programs.
 6. Work with Wayne County and the State of Michigan to create a mechanism (similar to Project SAVED) which allows state-owned commercial properties to be turned over to qualified commercial development organizations in southwest Detroit.
 7. Delay the implementation of plans to locate additional drug rehab, homeless housing and other controversial services in the area until a community process for evaluating impacts has been established and can be applied; develop a community process for assessing the economic and quality of life impacts of these services including criteria for determining what locations and concentrations of service are appropriate.
 8. Coordinate the location of neighborhood commercial and housing reinvestment target areas.

Neighborhood Serving Commercial Development

9. Encourage reinvestment in areas with a traditional "main street" character of development by encouraging the consolidation of viable neighborhood commercial uses in these areas and enhancing the quality of their pedestrian environment.
 - Bagley/Mexicantown
 - Vernor, Livernois to Junction
 - Vernor at Springwells (from Woodmere to Central)
 - Michigan Avenue, west of Livernois to Central at selected locations

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10. Encourage the development of a smaller, neighborhood serving shopping centers:

- on the DPW Yard at Livernois and Vernor (by supporting the current efforts of the Southwest Detroit Business Association and a private developer to relocate the DPW Yard and identify resources for environmental remediation)
- along Fort at or near Schaefer or Visger in the Boynton/Southpointe area.

11. Identify a location for a new neighborhood shopping center (60,000 - 120,000 square feet) on the north side of Michigan Avenue between Livernois and West Grand Boulevard in master planning the longer term improvement of the residential area to north. Develop strategies for making this redevelopment site available and attractive to investors. Commercial development in this area should:

- take the form of a commercial center (rather than a series of independent uses along a "strip")
- provide opportunities to accommodate larger footprint commercial uses.

12. Reprogram funds earmarked for the Michigan Avenue Community Organization (MACO) to encourage commercial revitalization and infill development on Michigan Avenue, including:

- the area from Central west to the City limits
- the south side of Michigan between Livernois and West Grand Boulevard

Reprogram other funds dedicated to projects and programs in southwest Detroit and remaining unspent for use in the originally targeted area.

Citywide/Regional Commercial Tourism

13. Capitalize on Cluster 5's international gateway location, proximity to downtown and ethnic diversity to capture "tourist" dollars by:

- focusing reinvestment efforts on Mexicantown (including marketing and retail programs celebrating Latino culture) and its Welcome Center

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- developing an innovative re-use plan (with community participation) to create a regional attraction for the portion of Michigan Avenue between I-96 and the Lodge, including the Tiger Stadium area and the Michigan Central Station
- encouraging the location of a temporary riverboat casino at the Revere Copper and Brass site (adjacent to Fort Wayne), with revenues dedicated to implementing a re-use plan for Fort Wayne, prepared with community participation

Citywide/Regional Commercial: Trucking/Large Footprint Users

14. Capitalize on trucking activity associated with the Ambassador Bridge, while reducing its negative impact on residential and neighborhood commercial areas by:
 - supporting the development of a direct link from the Bridge to area freeways
 - locating a retail center catering to truck traffic (service stations, food, overnight accommodations) and large footprint bulk and discount retailers on Fort Street between the Bridge and Livernois as close as possible to the customs facility
15. Formulate redevelopment strategies to promote appropriate new uses for those commercial strips which are not viable today and which are not identified as target reinvestment areas. These might include, for example:
 - greenways and gateways
 - multifamily residential development
 - small scale office uses
 - institutions, government and social service agencies

Housing

General

1. Support all community-based efforts to maintain and strengthen neighborhoods, targeting appropriate programs and resources to:
 - maintain the stability of intact neighborhoods where housing conditions are good and values are relatively high
 - reinforce ongoing initiatives for housing improvement that are showing signs of success
 - support the formation of community-based housing development organizations in areas where improvement efforts are not yet underway.

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2. Give highest priority to providing quality housing (both new and rehab'd) affordable to low and moderate income households while also providing housing affordable and attractive to middle income households. Promote a mix of incomes within Cluster communities.
3. Work to maintain rates of owner occupancy at no less than 50% and to increase rates of home ownership in the Cluster.
4. Develop and implement strategies for reducing the number of absentee owned rental properties and the negative impact of those dwellings which are absentee owned, including significantly improved code enforcement. These strategies should include, for example:
 - Frequent code inspection of rental properties, with stakeholders working in partnership with code enforcement officials to identify and report code violations and to monitor compliance progress
 - Assignment of specific code enforcement officers to serve the area (possibly based at the Neighborhood City Hall)
5. Develop a more cooperative relationship and attitude between building inspectors and community-based housing development organizations, developers and individuals undertaking housing improvement efforts (both rehab and new construction) to make approval criteria explicit, apply those criteria consistently and streamline the inspection and approvals process.
6. Revise the zoning map (and ordinance classifications and language, as appropriate) to reduce conflicting land use patterns and to require appropriate buffering between residential and non-residential uses.
7. Work to increase the availability of low-interest loan funding for housing repair and rehab, including a review of appraisal criteria which limit loan amounts and deter reinvestment.
8. Work with the City to identify strategies and clarify criteria for making city-owned parcels available for (1) infill housing and

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- larger-scale housing developments and (2) to adjacent property owners who will maintain and improve them.
- Expedite the transfer of City-owned property to qualified community-based housing developers.
 - Expedite the transfer of City-owned parcels to adjacent home owners and businesses at nominal cost (and excluding the cost of demolition and unpaid taxes).
9. In those areas where significant amounts of vacant land exist and large-scale housing redevelopment is anticipated, master plan new developments as mixed-use communities which include commercial, civic and service uses, open spaces and a range of housing opportunities (owner, renter, price mix).
10. Identify alternatives to waiting for property to be abandoned and assembled (through tax reversion) by the City including:
- the possibility of offering owners in areas experiencing significant disinvestment an opportunity to trade their current home for a home in a better neighborhood (a minimum compensation of \$65,000 in real 1997 dollars based on 1997 HUD standards for new affordable housing)
 - allowing land to be assembled by a qualified community-based housing development organization in a development planned with community input
 - transferring buildings to community-based organizations for productive re-use.
11. Work with special needs housing organizations to fill identified housing gaps in the area, for example senior housing/nursing homes to serve ethnic (e.g., Latino) populations, women's shelters and hospice housing.
12. Delay the implementation of plans to locate additional drug rehab, homeless housing and other controversial services in the area until a community process for evaluating impacts has been established and can be applied; develop a community process for assessing the economic and quality of life impacts of these services including criteria for determining what locations and concentrations of service are appropriate.

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13. Work with the City to coordinate infrastructure investments (utility and street lighting upgrades, road and sidewalk improvements, parks, libraries, etc.) and improved city services, with housing investments in target areas.

Locations

14. Support all community-based efforts to maintain and strengthen neighborhoods, targeting programs and resources appropriate to each area's condition and/or stage of organizational development.

- a. Maintain the stability of the area's "strong" neighborhoods (see Housing Condition Survey), including:
 - the northwest corner of the Cluster
 - the southwest corner of the Cluster (Boynton/Southpointe area)
 - the area between Livernois and Clark from I-75 to Toledo

The following sample programs/strategies would be appropriate in such neighborhoods:

- Strengthen neighborhood organizations; community building activities (Clean Sweep/Spring Clean-up, community gardening/greening projects, parties/picnics, etc.)
 - Spot demolition
 - Low interest home repair and improvement loans
 - Concentrated code enforcement activity
 - Crime watch; community policing
 - Infrastructure improvements (road paving, street lights, parks, etc.)
- b. Reinforce the success of housing initiatives already planned and underway, including:
 - the area to the north of Michigan Avenue between 31st and 28th Street (Jeremiah Project Newberry Estates)
 - Corktown
 - the area between Vernor and I-75 (south) from Clark to I-75 (east) (Bagley Housing Association Homes at Ste. Anne's and Ste. Anne's Gate)
 - the SWAN "Block Club" area east of Livernois
 - the Core City Neighborhoods area, north of Michigan Avenue and east of West Grand Boulevard
 - the All Saints area south of Longworth from Woodmere to Central

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The following sample programs/strategies which would be appropriate in such neighborhoods:

All of the strategies listed in 14a. above PLUS

- Strengthen non-profit housing development organizations
- Provide resources to support master planning and coordination among organizations
- Tax incentives (freeze or forgiveness on improvement value)
- Low interest rehab loans
- Home Buyers Club and affordable mortgages (with low down payments, low fees and flexible underwriting)
- Subsidies for housing rehab and infill/new construction
- Transfer of city-owned surplus properties to qualified community-based housing development organizations

c. Build the capacity of new community-based development organizations to encourage the expansion of housing improvement initiatives in the following areas:

- north of Michigan Avenue between Junction and West Grand Boulevard
- north of Toledo between Livernois and West Grand Boulevard
- north and south of Vernor between Central and Woodmere Cemetery/Patton Park

15. As part of a mixed use reinvestment strategy:

- investigate the feasibility of new housing construction (including public access to and along the River) on the riverfront between Riverside Park and Fort Wayne, south of Jefferson Avenue and
- investigate the feasibility of housing rehabilitation and infill in selected portions of the Delray area to the west of Livernois.

Job Centers

General

1. Promote the creation of more jobs in all wage categories (including entry level retail), but give particular emphasis to new jobs in manufacturing, technology and skilled trades.
 - Where public incentives/subsidies are involved, establish clear and enforceable agreements on number, full time/part time status and duration of jobs to be offered to area residents; provide training to area residents for management, as well as entry level, jobs.

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2. Establish a consortium of Cluster-based organizations (both for profit and non-profit) devoted to working with the City (and the Empowerment and Renaissance Zone Boards) to:
 - assemble land in a manner that deals fairly with residents
 - provide development incentives
 - facilitate access to financing
 - cut red tape
 - market Cluster 5 as a desirable/competitive jobs location
 - screen prospective industries/employers for environmentally responsible practices

This organization should also work with corporations/industries already based in the area to:

- encourage job expansion
- collaborate in developing job training programs for area residents
- promote the hiring of area residents
- cooperate in improving the area housing stock to provide close-to-work living opportunities for employees
- collaborate with other programs/businesses to provide affordable, quality daycare

The board of this organization should include local residents and business owners. The organization should address both Neighborhood Commercial and Job Center issues/initiatives (see Neighborhood Commercial).

3. Capitalize on the area's unique combination of road, rail and water access, and its role as an international gateway, in attracting new and expanding existing jobs, for example:
 - Encourage Port and port-related industry expansion.
 - Actively pursue the development of an intermodal terminal at the Conrail site.
 - Promote the development/location of import/export (and trade brokering) firms in the area.
4. Support designation of the proposed international trade corridor through southwest Detroit.

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5. Give high priority to expanding and coordinating the efforts of job training and retraining centers in the Cluster, and enhancing job referral services, to serve area and City residents.
 - Capitalize on, more effectively coordinate and improve outreach by existing programs such as JTPA and the Empowerment Zone Job Net.
 - Develop a skilled manufacturing and construction trades training center, approved and co-funded by the US Department of Labor to ensure that “graduates” obtain journeymen cards.
 - Develop partnerships with area corporations and local, state and national educational institutions and training organizations/programs to design and implement training programs, provide on-the-job apprenticeships and give job training graduates a direct link to employers/employment.
 - Develop and fund apprenticeship programs in housing repair, rehab and new construction working in partnership with private companies and non-profit programs (such as Habitat for Humanity).
 - Expand/improve entrepreneur development programs to support start-up businesses of all types.
 - Develop an environmental technician training program.
 - Encourage the selection of residents/stakeholders to serve on the Boards of training centers located in the Cluster.
6. Utilize the environmental issues represented in southwest Detroit as an incentive for locating environmental service and R&D firms in the area to develop solutions and expertise within the Cluster.
 - Support the re-use of Ste. Anne’s School as an environmental and technical academy (SER/Casa Academy).
 - Support business start-ups using innovative technology (e.g., Bio-blocks), both home-based and larger scale.
7. To minimize negative impacts on residential and commercial areas, work with the City to improve designated roadways to a standard capable of accommodating heavy truck traffic, revise the zoning ordinance to ensure that new industrial and light industrial uses provide appropriate green space and buffers and encourage longer-term redevelopment of jobs-related target areas on a master planned, business/industrial park model.

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Locations

8. Build on the early success of the Clark Street Technology Park by investigating the feasibility and benefits of expanding industrial development (in a business park format) north and east to Michigan Avenue (into an area which is now zoned residential, but where housing deterioration is severe) to capitalize on the visibility provided by this major thoroughfare.
9. Investigate the status of the proposed development of an intermodal terminal on the Conrail site. If such a development is proved infeasible, work with the City and the property owner to explore the site's redevelopment potential as a business/light industrial park. Provide truck access to this site from the west (Wyoming/John Kronk) rather than from Livernois.
10. Work with the City to plan for the future redevelopment of the area south of Fort Street, north of Jefferson and east of Livernois (Delray) as a business/light industrial park (which may include a retail/commercial center on Fort) with an attractively landscaped gateway/linkage to Fort Wayne on the riverfront.
11. Investigate the feasibility of a mixed use reinvestment strategy in the portion of Delray west of Livernois and north of Jefferson, including light industrial/business park development with housing rehabilitation and infill in selected areas.
 - Plan new jobs-related reinvestment as well designed, well landscaped and appropriately buffered business parks.
 - Recruit environmentally responsible businesses.
 - Encourage the formation of an alliance of interested organizations (Delray United Action Council, Friends of the Detroit River, Greenway Collaborative) to work with the City to monitor "brownfields" clean up and air quality improvements.
 - Monitor and enforce air quality regulations; collect fines for violations and use these moneys for community designated improvements in the area.

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Transportation

Truck Traffic

1. Solve problems related to truck traffic in residential (and selected neighborhood commercial) areas, recognizing that the Ambassador Bridge gateway improvement project (anticipated completion 2001) will significantly reduce truck traffic on surface streets.
 - Support the Bridge gateway improvement project and ensure community participation in planning and decision-making.
 - Evaluate the feasibility of using abandoned or low volume rail corridors as truck routes.
 - Encourage trucks to use I-96 and Schaefer as north-south routes linking I-94 and I-75.
 - Review the costs and benefits of the existing ordinance prohibiting City designation and enforcement of truck routes; revise ordinance as necessary.
 - Petition Council to post "no through trucks" signs on selected residential and neighborhood commercial streets.
 - Post signs near schools limiting truck travel speeds (e.g., 15 miles per hour).
 - Designate and improve preferred truck routes (for example better pavement, wider turning radii, better signage) and work with area corporations to encourage their voluntary use.

Transit

2. Improve public transit.
 - Start with relatively low cost improvements to existing routes/ service to increase usability/ridership, for example, more reliable schedules, improved quality of maintenance, lighting and appearance at bus shelters/stops.
 - Encourage increased bus use by allowing a single fare for multiple stops on the same route.
 - Give priority to service improvements on major arterial streets linking to downtown and suburban job locations, as well as job concentrations within the Cluster.
 - Investigate the feasibility of alternatives to buses (e.g., light rail) to improve regional transit service and increase ridership.
 - Encourage the development of a multimodal/multi use transfer terminal providing access to suburban bus links, downtown routes, rail service, ferry service and providing park-and ride facilities, day care and other services at a single site.

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- Strongly encourage the expanded use of shuttle buses sponsored by businesses/corporations, licensed entrepreneurs and non-profits to enhance access to jobs, job training, day care, etc.
- Request that DDOT and SMART survey area transit users to help identify their highest priority transit improvements; consult with transit planning experts to identify the investments which would best enhance service to meet Cluster needs.

Road Repaving

3. Gain a better understanding of City, County and State criteria for selecting road improvement/repaving projects and a stronger voice in the decision-making process for roads within the Cluster.
4. Involve community representatives in planning and decision-making concerning improvements to I-94 in southwest Detroit; design improvements to reduce truck use of residential and neighborhood commercial streets within the community.
5. To ensure better quality/more durable road repairs, ask the City to have repair contractors guarantee their work, including the use of innovative, long-life construction technology and materials and the use of recycled products (e.g., recycled concrete, tires).
6. Encourage the City to coordinate road and infrastructure improvement investments and phasing (street repaving, sidewalk and curb and gutter improvements, street lighting, park improvements, etc.) with reinvestment in proposed jobs, housing and neighborhood commercial target areas.

Auto Insurance

7. Collaborate with the City to develop a strategy for reducing auto insurance rates in the Cluster and Detroit.
 - Identify and independently measure those factors which contribute to higher rates.
 - Reduce the incidence of those factors (e.g., unrecovered car thefts, accident rates).
 - Investigate equity in setting rates in Detroit and suburban locations.
 - Ask for/increase City representation on the State Insurance Commission.

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Environment

Riverfront/Greenway Linkages

1. Protect and expand green space and public access on the riverfront and link neighborhoods to the river with greenways and walk and bike routes.
 - Limit new industry on the riverfront to water-dependent (e.g., shipping) uses and negotiate with new and existing owners to allow public access to and along the riverfront.
 - Involve community representatives in developing an innovative re-use plan for Ft. Wayne.
 - Support designation as a Heritage River.
 - Create a green promenade linking downtown to the southwest Detroit riverfront by capping and grassing contaminated sites (use casino revenues earmarked for this recreation/tourism related purpose) and interpret Detroit's industrial history with markers, displays, etc. (Detroit: We changed the world!)
 - Devise strategies for increasing open space that guarantee adequate maintenance while protecting public access.
 - Propose the docking of a temporary riverboat casino at the Revere Copper site to the east of Ft. Wayne.
2. Do not relocate the LaFarge and Medusa cement operations from the East Riverfront to the southwest Detroit riverfront. Instead, encourage:
 - the clean-up of brownfield sites and improved air quality;
 - increased open space and public access;
 - water-dependent uses and non-polluting light industry;
 - an investigation of the feasibility of riverfront housing; and
 - investors committed to these goals and continuing area improvement.

The Delray United Action Council is firmly opposed to the relocation of cement operations to the Southwest Detroit riverfront.

Pollution

3. Prohibit the new construction, reactivating or expansion of injection wells for toxic waste on the riverfront.
4. Improve the air quality, and continue the clean up of brownfield sites, in southwest Detroit.

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- Continue to encourage the collaboration of existing community, business and environmental organizations in working with the City and state and federal agencies to promote and monitor the clean up of brownfield sites.
- Continue to encourage the collaboration of existing organizations in promoting air quality improvements through pollution prevention and working with enforcement agencies to be more effective in reducing pollutant levels.
- Increase and improve monitoring efforts, including community participation in monitoring and reporting violations.
- Enforce air quality regulations and expedite the collection of fines for air quality violations; dedicate fine moneys to implement area improvements selected with community participation.

Dumping

5. Establish a zero-tolerance policy on dumping and junked cars; increase enforcement capabilities and penalties. Collaborate with the City's new office of Environmental Affairs in improving enforcement.
6. Improve the quality of maintenance of vacant lots.
 - Develop training and employment programs to enable non-profits to employ Cluster residents to contract with the City for vacant lot maintenance.
 - Upgrade maintenance standards (more frequent mowing).
 - Expedite City contract award and payment.

Buffering

7. Revise the zoning ordinance to ensure that adequate green space is provided in industrial developments and that buffers and perimeter landscape screening are provided between non-residential and residential uses.

Greening

8. Seek funding to implement streetscape improvements on neighborhood commercial streets (for example, Vernor); provide attractively landscaped parking to serve adjacent businesses; investigate the feasibility of creating a boulevard on Michigan Avenue and establish attractively landscaped gateways (with appropriate signs and lighting) on Michigan Avenue at (1) the western City limit and (2) at I-96.

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Youth Development

Job Training

1. Create partnerships between community groups, corporations/businesses, unions and educational institutions (including vocational education centers) to create meaningful job opportunities for Cluster youth
 - Identify sources of increased funding for job training and placement assistance; provide grant writing workshops/assistance.
 - Stress job training internships, apprenticeships and other opportunities for on-the-job training in a variety of industries and trades (including home repair, rehab and new construction). (See Job Centers)
 - Encourage job providers to assist in making transportation to job sites available.
 - Expand the range of daycare options available to enable young parents to participate in job training and job programs (for example, by certifying grandparents and/or relatives as daycare providers).

Recreation

2. Encourage a more collaborative/responsive attitude from the City in partnering with community and faith-based groups willing to raise funds for improving park facilities/equipment and offer staff/programs.
3. Coordinate Detroit Public School and City resources to more efficiently and effectively expand the availability of facilities and programs for youth activities.
 - Use school buildings more intensively for after hours recreation and supervised latchkey programs.
 - Take advantage of intergenerational resources in planning youth programs.
 - Improve school sites to enhance the geographic distribution of parks and playgrounds.
 - Make all school facilities handicapped accessible.
4. Augment state and federal funding for youth development through partnerships with area businesses.
 - Encourage community organizations and youth service agencies to seek area business partners.

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- Provide school-to-work, job readiness skills, life skills, healthy living skills and mentoring programs.
 - Fund youth recreation leagues and expanded recreational, life skills and educational enrichment programs as an alternative to gang activity.
5. **Increase City resources devoted to maintaining and upgrading existing parks and recreation centers and building new parks.**
- **Provide funding to improve recreation facilities available for public use at Ft. Wayne; increase accessibility.**
 - **Seek partnerships with existing and new business and industry in improving and expanding parks and recreation facilities.**
6. Create one-stop/multi-purpose youth centers by offering a range of programs (recreation, educational enrichment, day care, etc.).
- Capitalize on existing schools and recreation centers.
 - Recognize "turf" issues in locating and programming centers in the area.
7. Provide after school programs for special needs children.

Outreach and Service Delivery

8. Establish a consortium of youth development agencies and program providers to establish a shared inventory of available programs, facilitate networking of services and improve outreach/public information. (This consortium could also serve as a one-stop clearinghouse for information on a range of youth-oriented programs and assistance.)

Education

9. Support programs to improve the quality of the public schools.
10. **Devote significantly increased resources to libraries as institutions with a key role to play in education, youth development and neighborhood quality of life.**
- **Renovate and re-open existing libraries.**
 - **Add new libraries**
 - **Expand service hours**
 - **Provide enhanced learning resources (books, films, inter-library loan programs, etc.)**
 - **Enhance access to computers/information technology.**

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11. Provide support and assistance to parents to enhance their ability to help their children succeed in school including, for example:
 - parenting classes
 - English as a Second Language classes
 - establish parent/child tutoring programs to involve parents in the learning/teaching process
12. Provide teachers (and youth program providers) with information to help them better understand the ethnic/cultural background of children they teach and hold them accountable for using this information effectively in improving educational outcomes.

Public Safety

13. Expand the Empowerment Zone concept of “safe zones” (where residents, businesses and churches work in partnership with city, state and county law enforcement agencies to eliminate crime magnets) to the balance of the Cluster.